

# Achieving Results Supporting Client Outcomes

**Goal:** Continuously improve the organization's capacity to achieve outcomes for children and families

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When eight-year-old Lupe and four-year-old María came into foster care, every minority foster home was full and no placement emerged in which the foster parents were equipped to communicate with the girls who spoke only Spanish.

Foster parent, Karen willingly offered to take the children into her home and quickly went to work trying to bridge the language gap.

Karen went to a local school where she was able to learn a variety of elementary Spanish phrases which she memorized to help her identify and respond to the girls' basic needs. In addition, Karen made special trips into the local DCFS office where a bilingual staff member was able to converse with the children and communicate their needs, wants and feelings to Karen.

In an effort to go one step further in building continuity into the girl's lives, Karen enlisted the assistance of a Hispanic community member to help her purchase ingredients and prepare meals that were familiar to them.

Happily, the children were able to quickly and safely transition back home. What was already an uncomfortable experience for the girls could easily have been much more difficult. Through the extra efforts of an exemplary foster parent and the additional support of the community and Children's Administration staff, the impact of separation was lessened and their foster care experience was positive.



## Supporting Client Outcomes

### Do you know ?

13. What the Supporting Client Outcomes measures include?
14. The name of the Division responsible for licensing foster homes and other child care facilities?
15. The target time period in which new foster homes are licensed ?

Answers may be found on page 58 of this report.

## Goal: Continuously improve the organization's capacity to achieve outcomes for children and families

As an organization charged with protecting and providing for children, the Children's Administration must continually balance the priorities of caring for children who are not in permanent placements with actively pursuing permanency for every child.

Children must have access to temporary placements that afford them not only the basics of food, clothing and shelter but also a sense of security and purpose. The administration perpetually pursues ways of reaching those families who are able to open their homes and hearts to children who need them the most.

CA tracks and reports information about resources available to children in out-of-home placement related to the following measures.

- Licensed foster homes available to care for children
- Availability of minority foster homes
- Foster care licensing applications which take more than 90 days to complete

In addition, a number of other initiatives and strategies are in place to improve the administration's capacity to achieve outcomes for children and families including:

- Accreditation
- Child and Family Services Review (CFSR)\*

\*Refer to Appendix D. on pages 60-61 of this report for additional outcomes related to this section.

## Supporting Client Outcomes

### **Objective:** Adequate quality resources are available for foster care, behavior rehabilitation services and adoption

Measured by: Licensed foster homes available to care for children

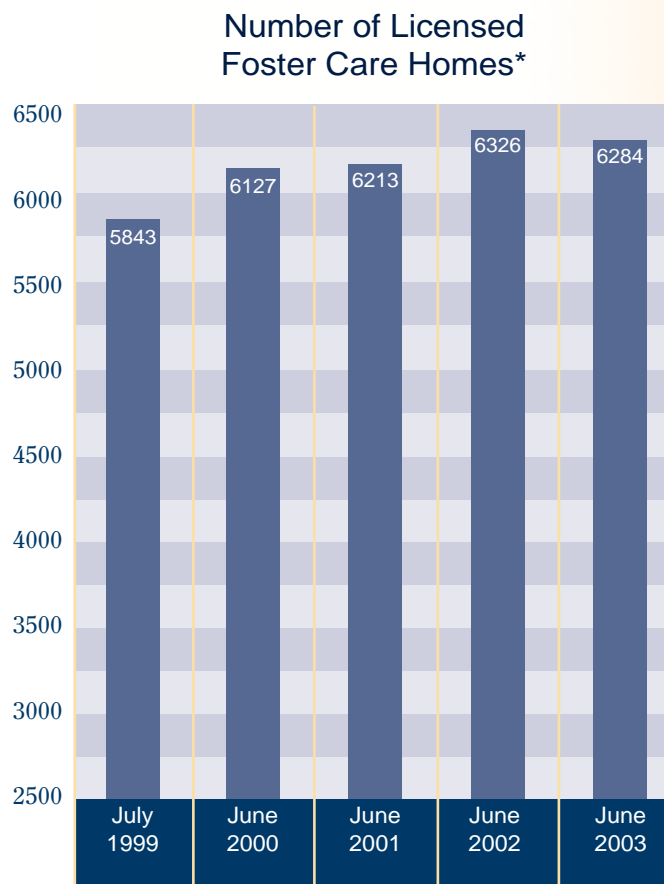
The Division of Licensed Resources (DLR) conducts a wide range of public outreach and educational activities designed to recruit and retain caring, quality families who are willing to share their homes with children in state care.

Becoming a foster parent is truly a labor of love, it is a volunteer role for which parents are compensated largely by the knowledge that they have made a difference in a child's life.

Foster parents receive monthly reimbursements meant to help offset the costs of caring for a child. In addition, children in Children's Administration care receive medical and dental coverage as well as other services related to any special needs they might have. As volunteers, foster parents must demonstrate adequate financial resources to be self-sustaining apart from monies paid for the care of foster children.

The Children's Administration has begun implementation of the Foster Care Improvement Plan (FCIP) which has as its major goal the recruitment and retention of additional foster parents. FCIP, based upon long range system changes, has developed a new recruitment system that utilizes current foster parents as recruiters for new foster parents. The plan also utilizes a school-based recruitment component as well as one that licenses law enforcement officers to provide foster care. FCIP is also strategizing new ways of retaining foster parents.

Following a steady increase in the number of total foster homes available to care for children, there was a slight decrease in fiscal year 2003. This decrease is thought to be due in part to the increased number of foster families adopting children as well as increased relative placements.



\*Number of DLR and Private Agency foster homes licensed to provide care

## Supporting Client Outcomes



- Provided training and technical assistance to licensed child placing agencies that provide foster care
- Developed recruitment brochure in English and Spanish detailing the process of becoming a licensed foster home
- Developed brochure in English and Spanish designed to assist foster parents through the licensing investigation process
- Participated in ongoing meetings with tribal representatives in an effort to improve training and communications activities to all Native American staff and foster parents
- Produced *Español en Vivo* live webcast providing information and training to Hispanic foster parents conducted entirely in Spanish
- Developed Spanish-language foster parent website

### Objective: Adequate quality resources are available for foster care, behavior rehabilitation services and adoption

Measured by: Availability of minority foster homes

Securing homes in which children have the opportunity to feel a sense of belonging and identity through similarities of culture and ethnicity has long been a priority for the Children's Administration.

Children in out-of-home placement often experience a wide range of alienating effects from the loss of their homes, families and cultural identities. The administration is committed to lessening the negative impact of out-of-home placement on children who come into care with specific needs related to ethnicity, culture or language.

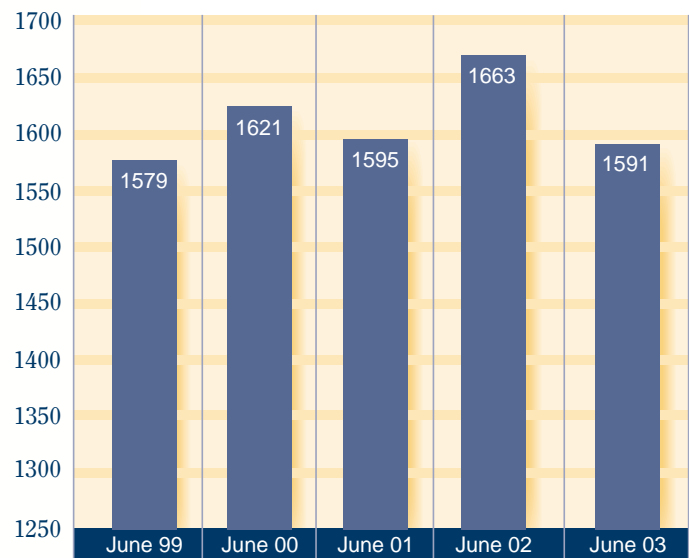
Through increased recruitment and retention efforts, the administration strives to license homes in which children can look and feel a part of something familiar and where the foster parents are aware of needs specific to diverse groups of children.

In Fiscal Year 2003, increased efforts were undertaken to ensure that Native American homes were in compliance with the Indian Child Welfare Act. A number of homes that were previously self-reported as Native American homes, could no longer be recognized as such. At one time Native American homes could receive that designation simply through the self report of one or both foster parents. Statute mandates that either one or both foster parents must show verification of affiliation in a Native American tribe in order to be licensed as an Indian foster home.

The reduction in the number of minority foster homes was due largely in part to concerted efforts to increase compliance with Indian Child Welfare mandate.

Whether it is through the interchange of a common spoken language, participation in an intergenerational ceremony or the preparation of a familiar favorite food, diverse homes can do much to restore a sense of security to the children who need it the most.

Minority Homes Available - State



## Supporting Client Outcomes

**Objective:** Adequate quality resources are available for foster care, behavior rehabilitation services and adoption

Measured by: Foster care licensing applications which take more than 90 days to complete

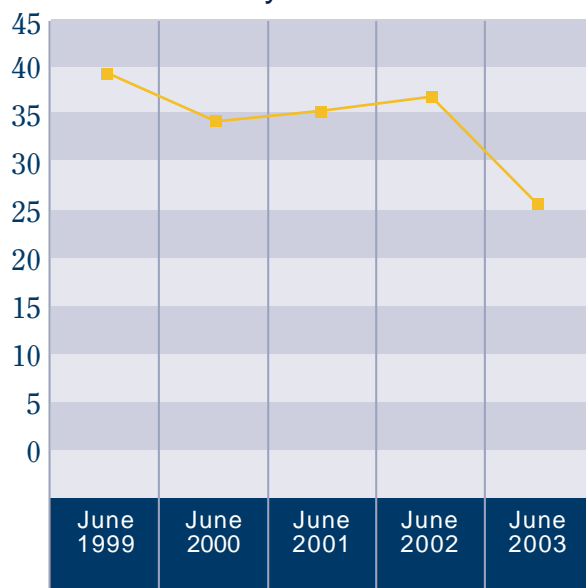
The Children's Administration strives to ensure that the foster care resources available to care for children are safe, stable and secure. Simultaneously, there is an ever-growing need for increased numbers of foster homes and the expedient licensure of prospective new homes.

The Division of Licensed Resources (DLR) is vigilant about balancing the need for more homes and the need to ensure that adequate screening is conducted in an effort to provide children with the best possible homes in which to live, grow and heal from life traumas previously experienced.

Over the previous four years, performance with reference to this measure remained relatively unchanged, fluctuating between 32 and 38 percent. In Fiscal Year 2003, DLR made significant progress in expediting foster home licenses, reducing the percentage of licenses pending after 90 days to 25.9 percent.

This progress was accomplished despite enhancements to foster home screening and home-study processes which require a more time-intensive review of prospective foster homes.

**Percent of Foster Home Licensing Applications Which Take More than 90 Days to Process\***



\*The percent of foster care licensing applications that take more than 90 days to complete.

## Supporting Client Outcomes

### Child and Family Services Review (CFSR)

The Federal Child and Family Services Review (CFSR) measures state compliance with the requirements of the Adoption and Safe Families Act (ASFA).

All fifty states, in addition to Puerto Rico and the District of Columbia, must complete the CFSR process by the spring of 2004. The purpose of the review is to help states continually improve safety, permanency, and well-being outcomes for children and families.

All states receive funding from the federal government for child welfare services. In turn, the federal government is required to periodically review the progress and outcomes achieved by states in the area of child welfare.

#### Goals of the Child and Family Services Review

##### Assess services and outcomes provided by states in the following areas:

1. Safety
2. Permanency
3. Well-Being
4. Statewide Information Systems
5. Case Review
6. Quality Assurance
7. Staff and Provider Training
8. Agency Responsiveness to the Community
9. Service Array and Development
10. Foster and Adoptive Home Licensing, Approval, and Recruitment

Representatives from all partners of the child welfare system participate in the CFSR process including:

- Children in care
- Families receiving services
- Foster Parents
- Service Providers
- Children's Providers
- Children's Administration Employees
- Stakeholders
- Courts
- Community Partners
- Tribes
- Private Agencies

The review is completed through a series of steps including:

#### 1. **Statewide Assessment-February 2003-September 2003**

Completion of a statewide assessment which includes a review of outcomes and performance measures submitted to the Department of Health and Human Services (DHHS) in September 2003.

#### 2. **Onsite Review-November 2003**

Case record review and stakeholder interviews in three counties statewide scheduled for the week of November 3, 2003.

#### 3. **Final Report-January 2004**

DHHS will complete a final report of the state's services and outcomes, in comparison to the national standard. The report will be completed approximately 30-60 days following the onsite review.

#### 4. **Program Improvement Plan-April 2004**

DHHS and the Children's Administration will work together to develop a plan to improve outcomes for children and families over the subsequent two years.

#### 5. **Re-Review-2004-2006**

The improvement plan will be monitored quarterly, and the state will undergo the review process again two years following the date of the agreed upon improvement plan.

## Accreditation

The Children's Administration is committed to improving practice, bettering outcomes for children and families and remaining accountable to the communities served by the administration. Toward these objectives, the administration is avidly pursuing a variety of continuous quality improvement measures designed to assess and maintain best practice consistent with a wide range of measurable outcomes.

Accreditation is one means by which Child welfare agencies can objectively demonstrate success in meeting best practice standards. Washington State has chosen the National Council on Accreditation (COA) to serve as the accrediting body for the Children's Administration.

COA has established standards for all administrative and service delivery activity of the organization. Services directly delivered by the organization are accredited. For administrative practices, the "Organizational and Management Standards" are used to assess administrative practices, and the "Services Standards" are used to assess service delivery practices.

### Organizational and Management Standards include:

- Ethical Practices, Rights, and Responsibilities
- Continuous Quality Improvement
- Organizational Integrity
- Management of Human Resources
- Quality of the Service Environment
- Financial Management
- Training and Supervision
- Intake, Assessment, and Service Planning
- Service Delivery
- Administration and Risk Management

### Service Standards include:

- Child Protective Services
- Foster and Kinship Care Services
- Adoption Services

### Some advantages and benefits to accreditation:

1. Children in foster care receive more frequent social worker visits
2. Foster Parents and families of origin receive increased support from staff
3. Families may be represented on Continuous Quality Improvement (CQI) teams
4. Methods for tracking and reporting outcomes are enhanced
5. Families and providers have easier access to providing feedback
6. Regular and frequent peer review of social worker practice resulting in practice improvement
7. Social workers receive high quality supervision
8. Controls on workload benefit clients and staff
9. Regular CQI review and response to of incidents, accidents, and grievances

The Children's Administration is working toward successfully meeting all accreditation criteria and attaining accreditation in all 44 field offices and Headquarters by 2006. As of this printing, 7 field offices and Headquarters were successfully accredited.

## Supporting Client Outcomes



- Children's Administration Headquarters received accreditation.
- Seven regional field offices successfully met all criteria and received accreditation.
- Two additional field offices have met nearly all criteria and are expected to receive accreditation as this document goes to print.



## Accomplishments

Any success for the Children's Administration is a success for the children of Washington state, any progress toward mission driven goals and objectives is progress for children and families.

Likewise, accomplishments achieved by the administration are often the result of joint efforts on the part of child welfare professionals, law makers, law enforcers, concerned community members and the children and families we serve.

### Practice Improvements

- Partnered with the Economic Services Administration to develop and implement the Families and Communities Together (FACT) initiative in an effort to improve outcomes for families and communities through changing the way human services are planned, organized and delivered.
- Continued development and integration of Kidscreen data to improve assessment and services for children in care.

### Community Collaboration

- Signed agreements with three Native American Tribes that initiate a Tribal/State/Federal collaboration to increase Title IV-E funding for children in custody of these tribes.
- Contracted with Native Indian Child Welfare Association to provide enhanced Indian Child Welfare Training to all CA staff.

### Program Enhancements

- Implemented a diversity track for the Children's Justice Conference that included eight nationally recognized speakers, writers and trainers on the topic of Diversity.

### Accountability and Community Responsiveness

- Obtained International Council on Accreditation of Services for Families and Children Accreditation in the headquarters and eight field offices.

### Awards for Excellence

- Received Emmy nomination for Journey Through the Healing Circle fetal alcohol syndrome video education series.

### Favorable Outcomes

- Challenged the Washington State Supreme Court decision in the Keffeler v. DSHS case, resulting in a 9-0 United States Supreme Court decision in favor of DSHS.
- Increased the federal reimbursement for foster care, administrative and training costs (Title IV-E), resulting in the Children's Administration saving the Washington State General Administration approximately \$20 million for the 2001-2003 biennium.

### Training for Excellence

- Improved the use of available resources through development of online computer training programs accessible by staff from their desktop computers.
- Provided training to more than 200 peer case reviewers.
- Trained more than 8,100 participants through the Foster Parent/Kinship Caregiver Training Institute.



## Challenges

It is the imperative of the Children's Administration to serve children and families well; to cultivate child safety, permanency and well-being, regardless of any external factors.

A by-product of the cultural, historical and socioeconomic context within which we are currently operating is that we must continue to aspire to provide better services and demonstrate better outcomes with less revenue and fewer resources.

In addition, people seeking to work on behalf of children do so with foreknowledge of the intense public and legislative scrutiny that they are subjected to in addition to the overwhelming pressures of first saving a child's life and then enhancing that child's quality of life.

Children's Administration personnel recognize that these and countless other challenges are simply a function of the role. While none of us likes the thought of doing more with less, and living in the cross hairs of public opinion, we do this. All of us do this for the sake of the children.

### Fiscal Constraints

- Uncertain state economy results in resources that do not increase in proportion to ever-increasing needs
- Categorical funding inhibits cross-program collaboration

### Resources to Support Children and Families

- Foster homes are closing more quickly than new ones can be licensed
- Impending retirement of many experienced staff and managers
- Contracted service providers must have clearer outcomes established
- Returning intake services to the community with improved consistency of screening and risk decision-making

### Information System Capacity

- Management Information System infrastructure is outdated

### Public Perception

- Diversity of agency does not reflect the diversity of the population we serve
- Turnover
- Practice inconsistency

### Federal Mandates

- Increased reliance upon federal funding and any federal statute or policy changes that affect continued funding levels

### Child and Family Services Review (CFSR)

- The CFSR establishes an extremely high benchmark for states to achieve in providing child welfare services to children and families. More than 40 states have been reviewed; to date no state has succeeded in meeting all of the performance measures
- Integrating the results of the CFSR and continuing Accreditation within the context of limited fiscal resources

### Effects of Civil Litigation

- Issues regarding due process and equal protection for foster children receiving social security benefits were not addressed by the Supreme Court in the *Keffeler v. DSHS* case and have been accepted and received further review by the Washington State Supreme Court

## Making a Difference

In the face of seemingly insurmountable obstacles, having often endured unspeakable circumstances, the children and youth for whom this administration exists are the very best indicators of our necessity and our success. Their strength and resilience fosters our own, they are our inspiration\*.

### *Alphonse, Clayton, Derrick and Jared*

Imagine being any one child in a family of eight children traumatized by physical abuse, sexual abuse and neglect, and being brought into care only to be separated from the only people with whom you feel a sense of family...your siblings.

Such was the case for six children who came into custody while their eldest siblings remained with a custodial parent.

All six children were in need of a permanent home and no possible placement emerged that could care for all of them. The two girls were placed together in one home where they were later adopted. The three youngest boys were placed in another home and the eldest boy was in a foster home separated from all of his siblings. The three young boys were in the process of being adopted when through no fault of the boys, that adoption failed to work out. Through the help of World Association for Children and Parents (WACAP) a home was identified that was willing to take the three younger boys, a five-year-old and eight-year-old twins. The three youngsters thrived together in the loving, supportive home. The family learned of the older brother and said, "Hey, why don't we meet him too?" After meeting the teen, the family welcomed visitations and soon, he too was transitioning into the home. All four boys are in the process of being adopted by this committed family.

The adoptive family already had three children between them and with their own children growing up, they wanted to extend their family. The foster/adopt parents are described as "patient and kind with the children, and their expectations are not excessive, thus allowing each boy to develop at his own pace.

The adoption social worker involved in the case also stated, "I am so impressed with this family and also with how well the children are doing in their home. The thought that all four boys could live and grow up together is a miracle. They had been separated during the years and now they are all together as siblings again. Another wonderful ending!"

Through the commitment of Children's Administration placement specialists who were willing to cast a broad net and collaborate with community-based agencies, these four boys are healthy and happy and growing up together. Another added benefit for the children is that the boys have the opportunity to maintain contact with their sisters, as both new families are supportive of allowing the children to maintain those meaningful connections.

### *Sarah*

Sarah is legally free and waiting to be adopted...Again! She has already been through this once before; however, her adoptive parents' rights were terminated in December. Now, her foster mom is in the process of adopting Sarah.

Despite the instability in her life, Sarah is doing well. She is currently maintaining a 3.7 grade point average and her favorite subject is Math. When she's not excelling in school, Sarah likes to listen to music and spend time with her family. She's very active in the Young Women's Group at her local church. A very strong student, Sarah knows that her future includes attendance at a four-year college or university following graduation from high school. Sarah is only a Sophomore so she hasn't quite firmed up her future study and career plans.

All of Sarah's hard work will pay off, not only in the long run but even a bit sooner, as her achievements have resulted in Sarah being awarded a \$50 U.S. Savings Bond.

\* The names of the children and family members, as well as other identifying characteristics, have been changed to protect the confidentiality of those involved.

*Shawna*

Shawna is an 18-year-old young woman who was moved into and out of foster care from the time she was 5-years-old. As a teen, she was placed with a relative; however, she was asked to leave very suddenly at which point she moved into her own apartment with her 4-year-old son.

Shawna has struggled to balance caring for herself and for her young son. In addition to her less than ideal upbringing, Shawna has been battling cancer and struggling to care for her son who also has health issues. Despite the constant doctor's appointments, feeling tired all of the time, and taking care of her son, Shawna has managed to maintain her apartment, raise an intelligent and caring young son, and is half way to graduating from dental assistant school.

Shawna is in remission from cancer, but she still gets ill frequently and has to follow up with her doctor regularly. Shawna receives ongoing support from a former foster mother and from Independent Living Services.

Shawna serves as an amazing example of strength and resilience in the face of tremendous obstacles.

*Dinh*

Dinh, a 12 year-old Vietnamese boy, was brought to the United States several years ago by the Red Cross and "Saving the Children". Dinh has cerebral palsy and nephrotic syndrome (kidney problems) and would have died had he not come to the US to receive medical care.

Dinh came to the United States to live with his aunt, however she was totally overwhelmed with his medical needs and she placed him into state foster care. Dinh remained in foster care until his school counselor stepped forward to say he and his wife would become foster licensed and they would take Dinh into their home and would like to adopt him. Once the Children's Administration became involved, an immigration attorney was hired to help in securing Permanent Legal Resident status for Dinh, as his Visa had expired and he was in the country without permission.

In the Fall of 2002, Dinh became a Permanent Legal Resident (a process which took about one year) and later that winter, the court hearing was held for relinquishment of parental rights (this also took a very long time, as everything had to be translated into Vietnamese). Dinh continues to keep in contact with his biological parents, who live in Vietnam and who have expressed gratitude for the family adopting him, as they note their own declining health and the fact that they could not care for him if he returned to Vietnam.

In fact, they say Dinh would die if he returned to live with them.

Dinh receives excellent medical care in his new home and

his family loves him and encourages him in every way.

He is an exceptional student and recently received

the Principal's Award at his school. He rides

horses and takes a martial arts class, all

while struggling with limited physical

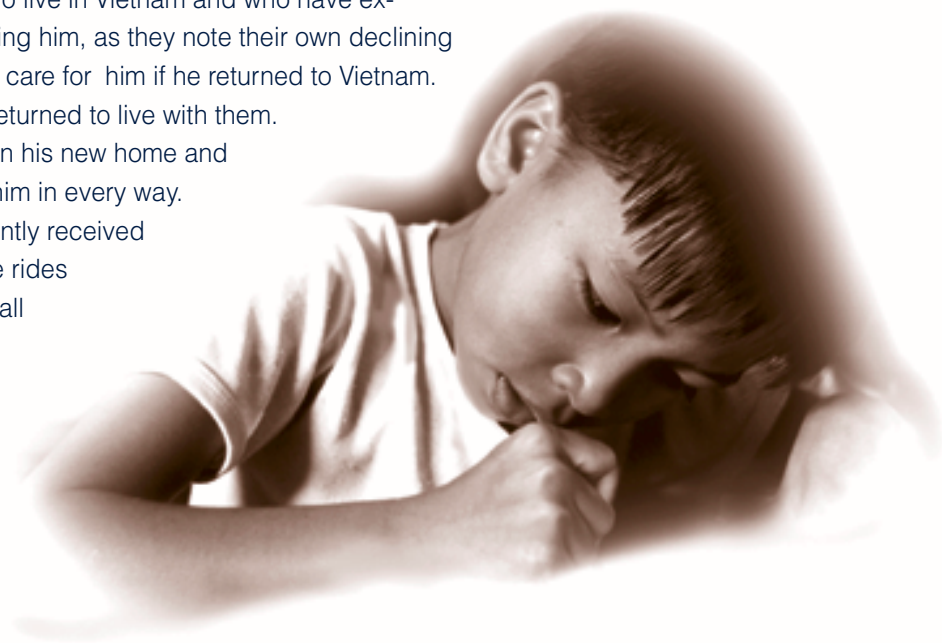
capabilities due to his Cerebral Palsy.

Dinh is also in speech therapy, as

the Cerebral Palsy has an impact

on his ability to speak clearly.

Dinh is a delightful 12 year-old boy who has truly been "claimed" by his new family.



## Appendix

### Appendix A: Acknowledgements

*Thank you*

Were it not for the tireless efforts of more than 2,000 region and field personnel and dedicated Children's Administration staff at every level of service delivery and support, all of the preceding pages would be blank and the lives of countless children would be in peril.

From the CPS intake workers to DLR foster home licensors and myriad others, the administration's work force is committed to ensuring the safety, permanency and well-being of abused and neglected children.

Without the ancillary support of personnel working in information technology, research, special projects, quality assurance, training and other administrative and support roles, direct service providers could not perform their vital duties. We thank all of you.

Special acknowledgment is extended to the following units and individuals for their invaluable contributions to the development and publication of this report:

- Marianne K. Ozmun, Data Unit Communications Manager, for facilitating the Annual Report Planning Workgroup and serving as the annual report author, always striving to represent the voice of children and those who work to improve the quality of their lives.
- The entire Management Services Division Data Unit staff including, Supervisor Tammy Cordova, Cindy Ellingson, Matt Orme, Lisa Barber and Bob Ensley for their commitment to the accuracy and integrity of the data reported.
- Management Services Division, Division of Program and Policy Development, Division of Licensed Resources, Continuous Quality Improvement and Accreditation staff for gathering information, and acting as consultants and editors in addition to their already daunting workloads.
- Special thanks to the Annual Report Planning Workgroup and contribution coordinators, Sherry Brummel, Tammy Cordova, Pat Dettling, Robbie Downs, Kay Gedrose, Martha Holliday, Charlene Hunt, Tim Hunter, Kyle Smith and Chris Trujillo.
- Special thanks is extended to the Office of Publications Management for producing a document that captures the essence of the children served by this administration and the people who work on their behalf. Publications also entered into a formal mentoring partnership with the Children's Administration Data Unit, sharing a wealth of knowledge, skills and expertise. Debbie Kirkendall, the unit supervisor oversaw the process while Holly Miranda acted as both primary designer and primary mentor. Lynn Morgan coordinated the business of the publication and Michael Lumsden, Jean Roberge and Matt Ruhl contributed creative consultation and mentoring as well.
- The 2003 Children's Administration Annual Performance Report is based upon the theme "We who believe in children cannot rest until they're grown". This theme is adapted from an original composition, "Ella's Song", by Bernice Johnson Reagon, original lyrics: "We who believe in freedom cannot rest until it comes" with special permission from Songtalk Publishing Company.

While the Children's Administration is extremely grateful to everyone who added content, proofread paragraphs, gave thoughtful insight regarding the look and feel of the document, we cannot begin to list everyone who contributed information regarding field work, initiatives, achievements, good news stories and other valuable additions that were vital to the completion of this report.

The Children's Administration wishes to further extend both appreciation and admiration to all of those tireless champions for children, including: foster parents, adoptive parents, grandparents raising grandchildren, relative guardians, respite providers, Guardians ad Litem, CASA volunteers, group care providers, Washington state legislators committed to child welfare and child advocates statewide all of whom complete the circle of child welfare.

On behalf of the Children's Administration, thanks to those who contributed to this report, but more importantly thanks to those of you whose work for children is represented in this report.



## Appendix B: Organizational Structure

Governor of the State of Washington  
The Honorable Gary Locke

Department of Social and Health Services  
Dennis Braddock, Secretary

Children's Administration  
Uma Ahluwalia, Assistant Secretary

Children's Administration  
Ross Dawson, Deputy Assistant Secretary

Division of Licensed Resources  
Nancy A. Zahn, Director

Management Services Division  
Peggy L. Brown, Director

Division of Program and Policy Development  
LaVerne M. Lamoureux, Director

Division of Children and Family Services

- Kenneth Kraft                      Region 1 Administrator
- Ken Nichols                        Region 2 Administrator
- Gia Wesley                         Region 3 Administrator
- Jacquelyn Buchanan              Region 4 Administrator
- Christine Robinson              Region 5 Administrator
- Dee Wilson                        Region 6 Administrator

## Appendix

### Appendix C: Abbreviated Glossary and Frequently Used Acronyms

- **Adoption and Safe Families Act (ASFA):** Federal legislation passed on November 19, 1997 strengthening titles IV-E and IV-B of the Social Security Act. ASFA requires more accountability and better efforts and results from state agencies receiving funding as well as from parents who have children placed in foster care. The law focuses on the safety, permanency, and well-being of children in care and other positive outcomes.
- **Adoption Support:** Financial assistance provided to adoptive parents following the adoption of a special needs child. According to RCW 74.13.109, a child is eligible if that child is “legally free” and “hard to place” at the time the adoption support agreement is established.
- **Alternative Response System (ARS):** Children's Administration contracts with agencies to provide ARS services to low risk families. Services help families develop community support systems in an effort to keep families intact without intrusive CPS intervention.
- **Behavior Rehabilitation Services (BRS):** Agency contracted services for residential rehabilitation services for children and youth with serious emotional, behavioral or medical difficulties who cannot be adequately served in regular foster care.
- **Case and Management Information System (CAMIS):** Automated reporting and data information system for Children's Administration.
- **Chafee Foster Care Independence Program:** Federal law passed in 1998 to offer services to adolescents in their transition to adulthood. CA contracts with community-based agencies to offer outreach, individual assessment and plan development, skill building through instruction, Independent Living plan reviews and case management.
- **Child Abuse Prevention and Treatment Act (CAPTA):** Federal legislation providing guidelines for states regarding child protection.
- **CA/N:** Child abuse and neglect
- **Child in Need of Services (CHINS):** A part of the state's Family Reconciliation Act, RCW 13.32A. It deals with children over the age of twelve who are beyond the control of their parents, have run away and have substance-abuse or other at-risk behavior, or whose parents are unable, unwilling or unsuccessful in providing for their basic needs.
- **Child and Family Services Review (CFSR):** A federal review of state child welfare practice which evaluates efficacy in the provision of safety, permanency and well-being of children.
- **Child Protective Services (CPS):** Entity within Division of Child and Family Services (DCFS) and Division of Licensed Resources (DLR) which responds to reports of suspected child abuse and neglect and provides services and/or placement if warranted.
- **Child Welfare Services (CWS):** Entity within DCFS which provides appropriate out-of-home placement, adoption and/or ancillary services to children and families.
- **Children's Administration (CA):** One of the administrations under the umbrella organization Department of Social and Health Services (DSHS). Children's Administration is composed of Management Services Division, Division of Program and Policy Development, the Division of Licensed Resources and DCFS. CA is responsible for a full continuum of services in Washington state and administers child protective (CPS), child welfare (CWS), family reconciliation (FRS), and licensing services throughout the state.
- **Crisis Residential Centers (CRCs):** Short term placements of children twelve and older. These are often used for children who run away or are in conflict with their families.
- **Custodian:** A person appointed by the parent, guardian, or court to provide care for a child.



## Appendix C: Abbreviated Glossary and Frequently Used Acronyms Continued

- **Division of Licensed Resources (DLR):** Division of the Children's Administration charged with the licensure and oversight of state licensed foster homes, group homes and other child placement facilities, and responsible for investigation of allegations of abuse and neglect in licensed care.
- **Division of Children and Family Services (DCFS):** Division of the Children's Administration responsible for Child protection and placement services administered through 44 field offices in six regions throughout Washington State.
- **Early Intervention Program:** Trained public health nurses are available to provide voluntary in-home nursing services which can prevent the need for more intrusive DCFS interventions in at-risk families with young children.
- **Family Preservation Services (FPS):** Services provided to families whose children face substantial risk of out-of-home placement (per RCW 74.14C) which draws on the strengths of families and addressing needs in an effort to keep the family intact.
- **Family Reconciliation Services (FRS):** Voluntary services available to families with adolescents who are experiencing conflicts, devoted to maintaining the family as a unit and preventing out-of-home placement.
- **Guardian:** A person or agency appointed by the court to care for and supervise a child and who has legal rights to the custody of that child.
- **Guardianship:** A permanency option that provides a child with long-term connection to a family while maintaining financial supports for the child. Guardianship placements are often preferred for older youth who may not want to be adopted, children who maintain ongoing and frequent contact with their parents and children for whom religious or cultural factors discourage termination of parental rights or adoption.
- **Health Insurance Privacy and Portability Act (HIPPA):**
- **Independent Living Services (ILS):** Services provided, in accordance with Chafee Foster Care Independence Act, to youth exiting the foster care system to help prepare them for independence.
- **Indian Child Welfare Services (ICW):** Child welfare services provided to Indian children consistent with the federal Indian Child Welfare Act (ICWA) in areas of child protective services, foster care, dependency guardianship, termination of parental rights, and adoption proceedings.
- **Interstate Compact for Children (ICPC):** A statutorily established mandate (RCW 26.34) safety net for children being placed into or out of Washington state.
- **Kids Come First (KCF):** An action agenda that proposes a comprehensive approach to improving child welfare in Washington State.
- **Legally Free:** A child is legally free for adoption if the child has no legal parent, either because the parent has died or because parental rights have been terminated (through relinquishment or involuntary termination (by court order).
- **Out-of-home placement/out-of-home care:** Placement in a foster family home or group care facility or placement in a home, other than that of the child's parent, guardian, or legal custodian, not required to be licensed under RCW 74.14C.010.
- **Passport Program:** Program in which a concise, printed, child-specific health and education summary information is provided to a child's caregiver. A "Passport" consists of two main parts: 1) the printed summary: 2) the Health Recommendation Letter.
- **Termination of Parental Rights (TPR):** If a child cannot return home and adoption is the permanent plan for that child, parental rights must be terminated in order to proceed. The Adoption and Safe Families Act requires states to terminate parental rights when a child has been in foster care for 15
- **Title IV-E of the Social Security Act:** The Title IV-E program became effective October 1, 1980. It provides financial assistance to certain AFDC eligible children who are removed from their homes and placed into foster care, as well as children who are at risk of being removed from their homes.

## Appendix

### Appendix D: \* Strategic Plan Summary

The following summary of the Children's Administration Strategic Plan outlines the broad goals, strategic outcomes, and objectives the administration is working to achieve. We are identifying our progress in achieving these objectives in a variety of ways, some using outcome data and performance measures, and others by case record reviews and client, stakeholder and employee satisfaction feedback. We are continually working to improve our services and child and family outcomes.

#### CHILD SAFETY

*Goal: Children will be safe from abuse and neglect.*

**Strategic Outcome:** Children are, first and foremost, protected from abuse and neglect.

- Objectives:**
- Reduce chronic maltreatment
  - Reduce recurrence of maltreatment
  - Increase safety for children placed in out-of-home care
  - Initiate timely investigations

**Strategic Outcome:** Children are safely maintained in their own homes whenever possible and appropriate.

- Objectives:**
- Protect children and prevent removal whenever possible
  - Improve safety when returning children to their homes

#### PERMANENCY

*Goal: Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed into out-of-home care.*

**Strategic Outcome:** Children will have permanency and stability in their living situations.

- Objectives:**
- Increase permanency for children in out-of-home care
  - Increase stability for children in out-of-home care
  - Decrease length of stay without increasing re-entry
  - Decrease over-representation of minority children in care

**Strategic Outcome:** The continuity of family relationships and connections will be preserved for children.

- Objectives:**
- Increase relative placements
  - Preserve connections with parents, siblings and other significant people

#### CHILD & FAMILY WELL-BEING

*Goal: Help families and communities improve the well-being of children in their own homes and in out-of-home care.*

**Strategic Outcome:** Families will have enhanced capacity to provide for their children's needs.

- Objectives:**
- Increase worker visits with child
  - Increase worker visits with parents
  - Involve family, child, and foster family in case planning
  - Respond to needs of child, family and foster parent

**Strategic Outcome:** Children in placement will have educational and developmental achievements appropriate to their abilities.

- Objectives:**
- Children in placement are supported in age-appropriate educational and developmental programs.
  - Minimize school moves for children

**Strategic Outcome:** Children in placement will receive adequate services to meet their needs.

- Objectives:**
- Physical health needs are met
  - Mental health needs are met
  - Social and emotional needs are met
  - Cultural needs of children are met

## Appendix D: Strategic Plan Summary Continued

### SUPPORTING CLIENT OUTCOMES

*Goal: Continuously improve the organization's capacity to achieve better outcomes for children and families.*

**Strategic Outcome:** The Children's Administration partners with and is responsive to Tribes, consumers, communities and public and private agencies to serve children and families.

- Objectives:**
- Ongoing partnership, communication and consultation with Tribes, consumers, service providers, foster care providers, juvenile court, other public and private agencies, and includes their concerns
  - Annual progress reports
  - Coordinate service provision with other federal or federally-assisted programs

**Strategic Outcome:** Adequate quality resources are available for foster care, behavior rehabilitation services, and adoption.

- Objectives:**
- Standards for foster homes and residential facilities are reasonably in accord with recommended national standards
  - Standards are applied to all licensed foster family homes or residential facilities receiving Title IV-E or IV-B funds
  - Criminal background clearance requirements are met as related to licensing or approving foster care, relative care, and adoptive placements, and case planning process addresses safety
  - Recruitment and retention efforts result in adequate numbers, locations, capacity, and ethnic and racial diversity of placement resources
  - Cross-jurisdictional resources are used to facilitate timely adoptive or permanent placement for waiting children

**Strategic Outcome:** Service array ensures appropriateness, quality, accessibility and flexibility.

- Objectives:**
- Services are appropriate
  - Services are accessible statewide
  - Services can be individualized to meet unique needs

**Strategic Outcome:** Information Technology and Case and Management Information System (CAMIS) has capability to support field and management needs.

- Objectives:**
- Information system capacity to identify status, demographic characteristics, location and goals for children in foster care
  - Information technology assists workers, supervisors, and managers in daily work

**Strategic Outcome:** Federal requirements for case review system are maintained.

- Objectives:**
- Assures each child has a written case plan developed jointly with parents
  - Assures timely court and administrative review
  - Assures foster and pre-adopt parents and relative caregivers have the opportunity to be heard in review hearing with respect to the child

**Strategic Outcome:** Quality assurance system promotes satisfactory outcomes for children and families.

- Objectives:**
- Families and children in care receive quality services that protect safety and health
  - Quality assurance system is comprehensive and consistent

**Strategic Outcome:** Agency has adequate and efficient structure, staffing and fiscal resources.

- Objectives:**
- Structure, staffing levels and resources support quality service delivery
  - Agency provides adequate support for a quality working environment

**Strategic Outcome:** Staff and provider training and development adequately support the goals of the agency.

- Objectives:**
- Employee development and training supports agency goals and objectives
  - Service partners and placement providers are trained to carry out their duties
  - Diversity of workforce closely reflects diversity of clients

\* While the administration works toward successful outcomes in a wide range of strategic planning areas, in the interest of brevity, this report emphasizes outcomes related to safety, permanency, well-being and supporting client outcomes that are either required by statute or prioritized by the administration.

## Appendix

### Appendix E: Questions and Answers

1. The administration's four priority areas an the order in which they are emphasized?  
**A.** Safety is always the first priority of the Children's Administration. Permanency, well-being and supporting client outcomes are the three other CA priorities. (page 6)
2. How many people were served by the administration in fiscal year 2003?  
**A.** More than 240,000 people state wide were served by CA. (page 7)
3. What percent of he total CA biennium budget is used to purchase services for children in out-of-home care?  
**A.** 62 percent of the entire biennium budget. (page 8)
4. Which type of abuse has steadily risen since 1993?  
**A.** Chronic neglect (page 14)
5. What are some of the characteristics of Negligent Treatment?  
**A.** (a) Failure to provide food, shelter, clothing, supervision, or health care necessary for a child's health, welfare and safety;  
 (b) Actions, failures to act, or omissions that result in injury to or which create a substantial risk of injury to the physical, emotional, and/or cognitive development of a child;  
 (c) The cumulative effects of consistent inaction or behavior by a parent or guardian in providing for the physical, emotional and developmental needs of a child, or the effects of chronic failure on the part of the parent or guardian to perform basic parental functions, obligations, and duties, when the result is to cause injury or create a substantial risk of injury to the physical, emotional, and/or cognitive development of the child. (page 14)
6. In what period of time must a DCFS Social Worker make face-to-face contact with a child in a referral indicating "imminent harm"?  
**A.** 24 hours (page 15)
7. What are some of the permanency objectives?  
**A.** Increase permanency for children in out-of-home care; decrease length of stay without increasing re-entry; Increase stability for children in out-of-home care; decrease over-representation of minority children in care; increase relative placements and preserve connections with parents, siblings, and other significant people. (page 24)
8. What are some factors which may influence the decision to seek the permanency plan of "guardianship" for a child?  
**A.** Age of the child, ongoing connections with their family of origin and cultural and/or religious factors. (page 27)
9. The Title of House Bill 1233 and some of its provisions?  
**A.** The Kinship Service Bill, which includes standardized relative search protocol; collaboration of public, private ad community efforts to fund two Kinship Navigator positions; and establishment of a Kinship Oversight Committee. (page 34)
10. What the well-being objectives include?  
**A.** Increase worker visits with children; Children in placement are supported in age-appropriate educational and developmental programs (page 37)
11. How often social workers must visit with children in their out-of-home placements?  
**A.** At least once in every 90-day period. (page 38)
12. Which young people are eligible to receive Transitional Living Services?  
**A.** Former foster youth between the ages of 18 and 21. (page 40)
13. What the Supporting Client Outcomes measures include?  
**A.** Licensed foster homes available to care for children; availability of minority foster homes; foster care licensing applications which take more than 90 days to complete (page 43)
14. The name of the Division responsible for licensing foster homes and other child care facilities?  
**A.** Division of Licensed Resources (DLR) (page 42)
15. The target time period in which new foster homes are licensed ?  
**A.** Within 90 days of receipt of the application (page 45)

# Appendix

## Appendix F: Regional Map

### Children's Administration Region and Field Offices

